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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: Director of Training and
Education
1026 C of C Bldg.

EXTENSION

NO.

OTE 81-3503

DATE

STAT

TO: (Officer designation, room number, and
building)

DATE 11 MAR 1981

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom
to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. *ED/DDA*
ADD 17
DDA
7D 24 Hqs.

3-11

[Signature]

*OTE's
Management School
offerings*

DD/A REGISTRY

FILE: *Training - 3*

OTE 81-3503

9 MAR 1981

MEMORANDUM FOR: Deputy Director for Administration

FROM: [REDACTED]
Director of Training and Education

SUBJECT: Request for a Description of the
Management School Curriculum

1. A member of the Management School staff, [REDACTED] along with her fellow DDA participants in the February/March running of the Midcareer Course, recently met with you to discuss their reactions to the course. At that meeting, you requested a description of the programs conducted by the Management School. Attached is a brief accounting of each of the courses run by the School and the population for which each is designed.

2. Four of the School's courses may be of particular interest to you, as they are appropriate to a large proportion of the Midcareer Course participants:

Counseling Course
Fundamentals of Supervision
Fundamentals of Administration
Leadership Styles and Behavior

The two Fundamentals courses require that students formally hold a supervisory position (write performance appraisals for at least three subordinates). The Counseling Course is primarily for supervisors or managers, but is also available for personnel who may have significant counseling responsibilities, such as career management or personnel officers. The Leadership Styles and Behavior course does not require the individual to hold a supervisory position, but is suggested for supervisors or those who are likely to assume supervisory responsibilities in the near future.

3. Please contact the Office or School if you require any further information regarding management training for Agency personnel.

Attachment: As stated

ADMINISTRATIVE SKILLS
(continued)

Performance Appraisal Workshop

A one-day workshop is conducted on the request of a component to provide basic instruction in the preparation of meaningful Advance Work Plans and Performance Appraisal Reports for all Agency supervisors.

Secretarial Administration Course (SAC)

This three-day course offers Agency secretaries and administrative assistants an opportunity to become familiar with management techniques, including communication in the organization, Agency personnel management policies and practices, and a review of effective secretarial practices.

SAC is offered six times yearly, for a minimum of 25 and maximum of 35 students in the Chamber of Commerce Building.

INTERPERSONAL SKILLS

Counseling Course

The five-day Counseling Course improves skills of Agency employees in the conduct of basic personnel counseling. Participants engage in role plays after short lecturettes, followed by both instructor and peer feedback.

This course is designed for supervisors, personnel officers, career counselors, and others responsible for providing counseling. It is offered nine times per year for a minimum and maximum of 16 participants, out-of-town.

Effective Employee Course (EEC)

This four-day course is designed to help participants develop and use interpersonal skills to enhance their performance and make them more active contributors in their jobs, for all Agency employees regardless of grade.

The EEC is offered ten times yearly for a minimum of 25 and maximum of 38 students at the Chamber of Commerce Building.

Leadership Styles and Behavior (LS&B)

The five-day program is based on the Federal Executive Institute's replacement of the managerial grid. It is intended to identify managerial styles and leadership techniques, and offers students the opportunity to assess themselves as leaders.

LS&B is offered six times yearly, for a minimum of 30 and maximum of 36 students, at an out-of-town site.

INTERPERSONAL SKILLS

(continued)

Office Management Seminar (OMS)

This four-day seminar is offered for the senior Agency secretary, who consistently employs interpersonal skills in dealing with personnel at all levels inside and outside the Agency.

It is offered twice a year, for a minimum of 12 and maximum of 16 students, at an out-of-town site.

Program on Creative Management (POCM)

This six-day program is based on the Center for Creative Leadership's assessment and training process developing the manager's skills in the area of interpersonal relations. Students receive feedback on their aptitudes, values, and behaviors when dealing with a variety of problem-solving and decisionmaking situations.

The program is limited to middle managers, with a minimum of one year managerial experience. It is offered six times yearly, with a minimum and maximum of 18 participants at an out-of-town site.

EXECUTIVE DEVELOPMENT

Leadership Seminar

This seminar is conducted by [] and associates of the []. It provides a framework for understanding and reacting to a wide variety of employee and organizational problems.

The seminar is designed for senior Agency executives with significant managerial or staff responsibilities. It is offered twice a year, six days in length, for a minimum and maximum of 21 participants, out-of-town.

TECHNICAL SKILLS

CIA Financial Systems

This three-day program gives participants an overview of the legal and managerial requirements of the various financial systems used in the Agency.

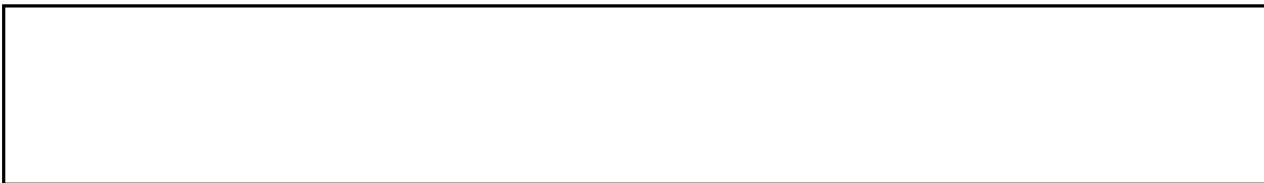
It is offered four times yearly for a minimum of 15 and maximum of 20 students in the Chamber of Commerce Building.

CIA Program and Budget Process

This two-day program of briefings is for Agency personnel, GS-12 and above, who are or will be in supervisory positions responsible for planning, budgeting and evaluating the use of financial resources.

If is offered once per year for a minimum of 25 and maximum of 60 participants in a Headquarters classroom.

TECHNICAL SKILLS
(continued)



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Field Administration

Field Administration is a four-week course that afford the trainees practical experience in support of a class B field station, including the areas of finance, personnel, logistics, security, and records management.

It is offered five times yearly, for a minimum of 12 and maximum of 20 students, at an out-of-town site.

Project Officer in the Contract Cycle

This five-day course provides a basic understanding of the Agency's procurement authorities, procurement organization, the contract cycle, and the relationship of the project officer as a member of the procurement team. The course is designed for those directly involved in the procurement process.

It is offered three times yearly, for a minimum of 15 and maximum of 26 students at the Chamber of Commerce Building.

GENERAL AGENCY AUDIENCES

ADMINISTRATIVE SKILLS

Fundamentals of Supervision (FOS)

This five-day course emphasizes the first-line supervisor's role as leader, communicator, problem solver, decisionmaker, and evaluator. As a prerequisite to the Fundamentals of Administration, the general content is designed from a survey conducted among 1200 Agency supervisors.

The course is restricted to first-level supervisors, who supervise three or more employees, and carry out the full range of supervisory functions. It is offered six times yearly for a minimum of 25 and a maximum of 33, at the Chamber of Commerce Building.

Fundamentals of Administration (FOA)

In conjunction with the FOS, this second week course completes the training program for new supervisors. The content covers basic administrative skills applicable to a first-line supervisor in the Agency. Participant requirements and course frequency are the same as FOS.

Human Relations and Management

This five-day program is designed to give managers an understanding of cultural, ethnic, racial and sexual differences in the national population and the significance of these differences pertaining to management of the Agency work force.

It is offered five times yearly, for a minimum and maximum of 25 participants at an out-of-town site.

Management for Equality of Opportunity (MEO)

This three-day course involving lectures, individual and group exercises, films, and guest speakers/panels is designed to help managers better understand their role in insuring the Agency's equal employee opportunity policies.

The course is designed for actual supervisors and managers, and is offered eight times yearly for a minimum of 21 and maximum of 26 students in the Chamber of Commerce Building.

Management Seminar

The two-week Management Seminar helps managers in the Agency improve their personal and organizational effectiveness through case studies, involvement in Agency problem solving, and application of current management research.

The seminar is designed for mid-level managers, who supervise other managers. It is offered five times yearly, with a minimum and maximum of 20 participants.